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IMARISHA YEAR TWO

Q2 QUARTERLY REPORT

**IMARISHA — TANZANIA ECONOMIC STRENGTHENING FOR
HOUSEHOLDS AFFECTED BY AIDS**

APRIL –JUNE 2012

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ABBREVIATIONS

APS	Annual Program Statement
ES	Economic Strengthening
CDC	Centers for Disease Control and Prevention
CRP	community resource person
DAI	Development Alternatives Inc.
DALDO	District Agriculture and Livestock Development Officer
DED	District Executive Director
DSW	Department of Social Welfare (within the Ministry of Health)
DMS	Data Management System (of MOHSW)
ED	Economic Development
FANTA	Food and Nutrition Technical Assistance Project
FHI 360	Family Health International (now encompassing the former Academy for Education Development)
FSDT	Financial Sector Deepening Tanzania
FtF	Feed the Future
HEA	Household Economic Assessment
HBC	Home Based Care
HGNS	Household Gardening and Nutrition Strengthening training
IIF	IMARISHA Innovation Fund
IP	Implementing Partner
IPG	Implementing Partner Group
M&E	Monitoring and Evaluation
MOHSW	Ministry of Health and Social Welfare
MUAC	mid upper arm circumstance
MVC	Most Vulnerable Children
NCPA	National Costed Plan of Action for MVC
NSPF	National Social Protection Framework

PEPFAR	President's Emergency Plan for AIDS Relief
PPP	Public Private Partnership
SIDO	Small Industry Development Organization (Tanzanian parastatal)
TACAIDS	Tanzanian Commission for AIDS
TASAF	Tanzania Social Action Fund
TFNC	Tanzania Food and Nutrition Center
TOT	Training of trainers
USAID	United States Agency for International Development

I. PROJECT MANAGEMENT

► Y2Q2 Project Management Summary

- **Hire local staff.** During Y2Q2, IMARISHA reconsidered its decision to bring on additional staff and stopped recruitment for a Grants and Procurement Officer. The project is considering whether other local staff may be required in another area.
- **Submission of Updated Program Statement and Budget.** Submitted in Q1, the submission of this updated program statement and budget is still pending approval by USAID in order to amend DAI's cooperative agreement. These documents were requested by USAID in order to justify an enhanced scope of work and reduce performance period. As of this writing, USAID has indicated that this will happen in conjunction with our next request for incremental funding.
- **Grants facility.** In mid June, the IMARISHA project submitted an approval request to the AOR and AO for two new grantees. The two grantees are: Africa Bridge (Mbeya region) and BRAC (Dar es Salaam region). Other potential grantees including KIHUMBE (Mbeya), WAMATA (Dar es Salaam), Cheetah Development (Iringa), CODERT (Mwanza) and Femina HIP (national) are still pending review and are at different stages in our grants review, due diligence and review process. Additional requests for approval of new grantees will likely be submitted in the next quarter.

Y2Q2 Deliverables

- None

2. TECHNICAL PROGRAM

2.1 TECHNICAL AREA 1: INCREASING THE CAPACITY OF PEPFAR IMPLEMENTING PARTNERS (IPS)

OVERVIEW

IMARISHA's core mandate is to build the capacity of PEPFAR implementing partners to improve the quality and effectiveness of economic strengthening interventions for HIV vulnerable households. Year 1 was spent gaining knowledge about the partners, their capabilities and staff, and their ability to serve households with integrated health and livelihoods interventions, as well as establishing models and relationships to provide effective technical support. IMARISHA learned that many previous interventions focused on economic handouts and one-off activities. After much dialogue, discussion and action planning with partners, the project began to focus on the direction of interventions going forward. In Year (Y) 1 Quarter (Q) 3, the IMARISHA technical team started working closely with partner to identify and administer training and technical assistance (TA) to move new interventions forward. Building upon the capacity building work that began in year one, IMARISHA is now more integrated and connected to numerous PEPFAR partners to expand the quality and effectiveness of the project's economic strengthening strategies.

In Year Two IMARISHA's work will focus on these key aspects: building more and stronger strategic partnerships, rolling out practical, hands-on training/training of trainers (TOTs), providing mentoring to training recipients, providing specialized and tailored technical assistance and sharing new innovations and ideas through exposure visits both within and, as possible, outside of Tanzania.

ACTIVITY DESCRIPTIONS AND DELIVERABLES

► Deepen Strategic Partnership with PEPFAR MVC and HBC IPs.

- **Formalize Partnerships with MOUs.** Discussions are still pending with Pact about further formal collaboration following a joint road trip to see WORTH programs in Bukoba and SILC savings groups in Mwanza (see more below). Additionally, following a June partner meeting we expect more active collaboration with the Tanzania Interfaith Partnership. No new partnerships formalized with an MOU this quarter.
- **Deepen Strategic Partnership with PEPAR MVC and HBC IPs.** During this quarter IMARISHA significantly deepened its relationship with PEPFAR MVC and HBC IPs through a variety of activities, particularly the sharing of results of the Household Economic Assessment (HEA) which we believe will allow for better strategic planning, implementation and partnerships with civil society, local government and the private sector.

Sharing of the HEA Results. Starting in late March, IMARISHA began sharing partner specific results from the HEA with prime partner participants. Specifically, each prime partner has received both a report documenting the results of its beneficiary group and most prime partners have been briefed with a full presentation by IMARISHA Staff. (Note: at this writing, all prime partners have received the report specific to their beneficiaries. However, full presentations have not been made to Walter Reed (the organization has not responded to our inquiry) nor to ROADS Project (with whom there have been scheduling conflicts. For the latter, we have agreed to complete this in Quarter 3.)

The sharing of the results has strengthened IMARISHA's partnership with a number of key prime partners and sub-partners. For Pathfinder Tutunzane II, the findings supported other malnutrition research (a MUAC – mid upper arm circumference -- study of children in Shinyanga) conducted by the Tanzania Food and Nutrition Center of their beneficiary pool. The data was also being used by Pathfinder to support its continuation application to CDC for annual funding. Should the application be approved by CDC IMARISHA will work with Pathfinder to expand its savings and ag-linked livelihoods work. Pathfinder has already used the data on household food sources and household hunger to inform a training for LGAs on improving decision making around food in mid June.

Similarly, Africare Pamoja Tuwalee is also rethinking its ES strategy in light of the results of the HEA. Specifically it will also emphasize savings, add more focus on agricultural activities (post harvest handling, value addition, etc), more focus on changing productive behaviors and other protective activities such as birth registration.

FHI 360 Pamoja Tuwalee has also been keen to review and understand the results from the survey. In Quarter 3 they are moving ahead with recommendations to provide additional capacity building on savings, household gardening and nutrition strengthening, local poultry and business skills.

Although some partners were happy with the information received from the HEA, the debrief of Pact's HEA results revealed some challenges both in terms of the beneficiaries surveyed as well as some debate over suggested modifications. During the debrief, Pact and IMARISHA discussed the fact that during the HEA, beneficiaries surveyed were existing beneficiaries of the PEPFAR Track 1 AIDS Relief's program (and its local partners). At the time of the HEA, Pact believed it would continue working with these local partners (pending approval from USAID). During HEA data collection, grant awards were pending and IMARISHA went ahead without full confirmation that these partners would continue to support MVC activities for Pact. Subsequent to the HEA data collection, new (different) grantees were selected. As such, the results from Pact's HEA do not reflect their current beneficiary pool. Pact and IMARISHA have discussed how to make this data relevant including redoing the HEA in their region. No decision has been made at this time.

Additionally, Pact Senior Adviser for Economic Strengthening did not agree with other recommendations made by IMARISHA, specifically related to Pact's WORTH program which focuses on savings and lending. During the debrief IMARISHA made the following recommendations to Pact related to Financial Access and Savings:

- "Pact is a big proponent of savings, financial education and literacy using its WORTH model. In general however, WORTH is less about the promotion of long term, lump sum commitment savings and more about flexible, regular access to savings. Both types of savings are important, but access to large sums saved toward larger investment – either at the household or enterprise level – is critical to building resilience at the household level and promoting greater business expansion for those households ready. IMARISHA recommends augmenting the WORTH model to encourage this long term savings, promoting the use of loan funds instead to meet more immediate or intermediate household cash flow needs.
- Pact may also consider adding other "social" funds to support MVC or even insurance premiums into its WORTH model. This has been done effectively in other regions and with other partners.
- Pact should look at expanding access to formal and semi-formal financial sectors as WORTH groups mature (one or two loan cycles).
- Pact's sample appears to have limited access to health or other insurance products. Pact might consider working with beneficiaries to promote access to CHF (using savings

groups as one means to cover annual premiums) or might consider pursuing other micro insurance providers that can cover health but also types on insurance such as livestock insurance or indexed insurance to cover agriculture. Pact's sample households in the Mwanza area have in larger numbers of livestock than in other regions of Tanzania.

- Pact should continue to use WORTH groups to promote other productive behaviors (see below) and improved business skills."

At the debrief meeting with Pact on its HEA, a joint visit to Pact WORTH programs and other savings led groups was agreed upon and subsequently conducted in May (see below under Mentoring Visits). Additionally, Pact's country director and Pamoja Tuwalee director has noted that he is supportive of improvements to the WORTH model. At this writing, we await further discussion with Pact on how to move forward.

IMARISHA Partner Meeting. Another area of relationship deepening with IMARISHA's strategic partners (government and IP) was its early June two-day partner meeting in Morogoro which brought together representatives from more than 30 different MVC and HBC support organizations including the Department of Social Welfare and local government authorities. Additionally, USG Feed the Future partners and staff members were invited and some attended. (Note: TACAIDS was invited but was not able to attend.) The forum allowed participants to discuss economic strengthening in the context of their own organization, learn more about ES activities taking place in other organizations, share common goals and challenges, and to start to map out a way forward to provide more impactful programming around ES interventions. It also allowed IMARISHA to discuss some of the key HEA and partner assessment findings, particularly those related to food security, nutrition and livelihood linkages, and savings.

IMARISHA also invited guest presenters from key Feed the Future /food and nutrition partners (USG funded NAFKA, Mwanzo Bora, TAPP and FANTA) and key lecturers, from Sokoine University, Dr. John Msuya and Professor Theobald Mosha, to provide an overview of food security and nutrition issues, how to address the needs of vulnerable populations, gender issues, food support/service mapping and promising practices and therapeutic foods.

Group discussions centered on addressing common challenges (including community dependency on material support/handouts) and adopting new strategies for change. Some of the critical takeaway messages included:

- Greater collaboration, communication and information sharing needs to be taking place at local levels – engaging service organizations, other ES providers and especially local government authorities. This effort will enhance planning, budgeting and scaling up of key interventions;
- There is a need for better needs assessments at the local level before scaling up ES interventions; and
- There is great need for a set of common ES guidelines to improve programming, planning, and coordination of all organizations working to reduce economic vulnerability in Tanzania.

IMARISHA will host future partner meetings and will broaden the invitee list to include representatives from other organizations, economic strengthening organizations (including agriculture specialists) and more government representatives.

Y2Q2 Deliverables:

- IMARISHA held a Partner's Meeting in Morogoro June 5-6 (1 of 2 planned partners meetings hosted to date)

► **Continue Roll Out of IMARISHA Training and Training of Trainers.**

- **Design New IMARISHA Training Modules.** During Y2Q2, one new course “Causal/Logic Model Training: A Logical Approach to Project Management” was designed and rolled out to key project partners and members of the government in Dar es Salaam on April 17 and 18, 2012.

Also conversations with partners, suggestions made from external grants reviewers from the first grants application process and comments received from the KIHUMBE technical assistance assignment (see below) have identified a need to develop a market assessment training module to complement current trainings and increase the potential of beneficiaries to reach sustainable results. Plans are underway to develop a market research course (focused more on sub-partners and less on communities) and around more advanced level savings approaches in Q3 and Q4.

- **Roll Out of Core IMARISHA Training/TOT Courses.** In Y2Q2 IMARISHA continued to roll out core economic strengthening course to key partners. Courses offered this quarter included: Local Poultry Production, Household Gardening and Nutrition Strengthening (HGNS), and Causal/Logic Models for Economic Strengthening. In total 6 courses were rolled out this quarter to 156 trainees (48 men, 108 women).

Of special note were two courses: HGNS and Causal/Logic Model. One of the HGNS courses held this quarter was conducted for ward level agriculture extension officers (organized by Pathfinder). Although this course was not originally designed for local government authorities (LGAs), the course proved to be very valuable in terms of identifying and addressing challenges at the LGA level. Of the 30 ag extension participants only 2 had previous experience in making compost and improving the soil. Most of them had also more theoretical training than direct hands-on experience. Given that ward ag extension officers often do not have extensive university level training in agriculture (often only a certificate rather than a university degree) this training highlighted to IMARISHA the need to build a variety of community level resources – both in terms of volunteers that serve vulnerable households as well as LGAs who seek to support poor households too. The challenge for us remains how to do this against our budget given the vast expressed need.

The roll out of the Casual/Logic Model course was also of note. Held for Dar es Salaam based prime partners, sub-partners and national government members, experience from the training highlighted that a basic review of “cause and effect” links is critical for all health and development programs. Participants spent one day learning the ‘theory’ behind causal/logic models (including the difference between the two and how donors have muddled the issue by referring to one when they mean the other), but also applying those skills to programming around economic strengthening. Perhaps the most powerful outcome from the course is the fact that draft versions of the National Costed Plan of Action for Most Vulnerable Children (NCPA) II have embedded causal/logic models into the framework, reflecting that even National Government needs to think about the problems it can solve through services, what is attributable and what results are within its control.

- **Undertake Curriculum Review and Add in Adult Learning Techniques.** IMARISHA identified and hired a short term consultant/ curriculum specialist to review training materials developed to date and help IMARISHA finalize the courses for printing and sharing with project partners. The consultant has begun this review of three core courses: Local Poultry Production, Savings led Microfinance and Household Gardening and Nutrition Strengthening.

In addition to improving course curriculum the consultant is tasked with developed an adult learning module. The consultant will train IMARISHA staff on this and the module will also be rolled out to partners and sub-partners as a standalone or as part of IMARISHA’s ongoing course

offerings. Ultimately IMARISHA will leverage techniques learned to enhance the overall effectiveness of IMARISHA's offerings and ensure curricula are more participatory.

Y2Q2 Deliverables:

- 6 courses offered to PEPFAR partners, Y2Q2 (16 of planned 30 courses offered to date)
- 1 new course developed (3 of 5 planned new courses developed to date)
- Adult learning module development underway as well as finalization of existing training materials, Y2Q2; to be completed in Y2Q3.

► Partner Mentoring and Monitoring Training Results.

- **Mentoring and Monitoring visits.** In Q2, IMARISHA's Monitoring and Evaluation Specialist (MES) finalized the monitoring tools to share with partners/sub-partners to help identify gaps and provide partners with guidance on the household productive behaviors they should expect to see demonstrated. The tools will be rolled out in Y2Q3 as more monitoring visits are planned.
- **Visits.** As follow up to an agreement made early in Q2, IMARISHA's Livelihoods Manager (LM) conducted a joint visit with Pact to look at both WORTH and other savings groups (particularly groups that use the Savings and Internal Lending Community model – SILC) in Bukoba and Mwanza regions. The aim of this trip was to compare and contrast different savings models and share lessons learned with the intent of promoting learning and program improvements. Observed successes include a visit to SILC groups in Mwanza, where groups have undertaken a variety of interesting innovations, including the formation of an apex at the village level in which primary school teachers were able to generate Tzs 900,000 toward the MVC fund in as short as six months. The apex also contributes money for the building of new kindergarten classes (two) and an office – all funded by contributions of affiliated savings group that had formed an apex. One apex, WAHI (WATOTO NA HISA), (meaning children with savings) is currently generating enough revenue to pay local kindergarten teachers and food (porridge) for kids.

Another success was observed during a visit to a SILC group in Sengerema led by an experienced Community Resource Person (CRP), who impressed during his visit with his leadership and reasoning in his approach to managing and supporting groups. Several groups mobilized at the end of TUNAJALI project remain active and enthusiastic. One group specifically had a very high pay out per person after eight months of approximately 350,000 TSH. Additionally, the group, comprised of both male and female caretakers, had set up an MVC fund and collectively funded basic needs of MVCs in their village and neighborhood.

IMARISHA noted that there were a number of key challenges amongst a number of WORTH groups and communicated these back to Pact during the visit and in a June 19, 2012 memo to senior Pact staff. Among the challenges highlighted were:

- Low savings levels; during payouts of savings, total group savings was very low with many members receiving as little as 2,000 to 5,000 per member per payment. This level of savings is not likely to be motivational and leads members to seek out external loans, undermining the purpose and success of savings groups.
- Members struggling to support MVC;
- Members requiring larger loans than the group could make; and,
- Members not having the skills to effectively implement income earning projects/activities. (Examples noted were related to groups with limited knowledge of soil improvement for groundnut and pea projects, entrepreneurship skills for building up small business endeavors).

Other observed behaviors also suggested that ownership and authority reside with specific group leadership, not with the individual members. For example, WORTH group members are not able to recall the total amount of their savings contribution since they had started savings, but instead

relay upon the WORTH group's Treasure to maintain accurate financial records. IMARISHA also noted that empowerment workers seem to be the only individuals able to do the pay-out calculations for a dividend. In short, much more can be done to promote group ownership, participation and engagement.

Overall, many WORTH groups were seen to be struggling, with many of the group members lacking business and productive agricultural skills to leverage the resources around them – for instance, Karagwe is a fertile region which is rich with lots of agriculture products from fruit, to beans, peas, groundnuts, Arabica coffee, bananas, and local chicken. Despite all these opportunities people are still very poor and projects struggle to demonstrate change. More needs to be invested in skills building and productive behavior change.

IMARISHA's primary recommendation to Pact is NOT to dismantle the WORTH model which has many advantageous elements as well (notably its literacy component) but instead to modify the methodology to address challenges observed.

In addition to the Pact visit, the Livelihoods and Economic Development Managers also made other mentoring visits during Y2Q2 to Africare partners DCT, UMWEMA, Sharing World and St. Luke's in Dodoma region and FHI360 Partners, WAMATA (Pamoja Tuwalee) and Kimara Peer Educators (UJANA) in Dar es Salaam. For Africare, the focus of the mentoring visits was to check in on savings groups and provide recommendations on strengthening systems, structures, group procedures, etc. In general, common issues cited are:

- Good record keeping of the main group savings ledger (a very common challenge);
- Slower than expected group mobilization in some regions and in others, the word about savings group is being spread so quickly that sub-partners/local community resource persons cannot keep up with the demands to train new savings groups;
- Transport issues; CRPs are having difficulty getting to new groups at a distance;
- In some instances, CRPs are more involved in savings group operations than they should be. For example, it was observed in one group that all decisions regarding loans were deferred to the CRP for a decision.

There were also many successes observed as well.

- MVC funds are being set up (side by side to social funds) by most groups and there is a real commitment on the part of most savings group to support the MVC in their village and to stop relying on external, short term support for them;
- In some districts (notably Kongwa) there are strong linkages to local government. This is helping savings group access other types of support, such as grants from TASAF or other support set up under the DASIP.

IMARISHA will continue to make at least one mentoring visit to all partners who participated in our IMARISHA TOTs ideally within the quarter or first 6 months of TOT.

IMARISHA Livelihoods Manager, Daniel Laizer on a Mentoring Visit to UMWEMA in Kongwa District



Summary of Mentoring Visits

Partner/Sub-partners	Region/Location	IMARISHA Member	Staff	ES Area
Pact	Kagera/Mwanza	Livelihoods Manager		WORTH versus SILC savings groups
WEI	Pangani/Arusha	Chief of Party		Review/advice on how to use recommendations from EVI vulnerability and market analyses
Africare- UMWEMA, St. Luke's, DCT, Sharing World	Dodoma region – Chamwino, Mpwapwa, Kongwa, Dodoma municipal,	Livelihoods Manager		Savings groups
FHI 360 - WAMATA	Dar es Salaam	Economic Development Manager		Market surveys for solar fruit drying business
FHI 360 – Kimara Peer Educators	Dar es Salaam	Livelihoods Manager		Savings groups

Y2Q2 Deliverables:

- 8 mentoring visits, Y2Q2 (10 of 20 planned mentoring visits in Y2)
- Monitoring tools (except for Business Basics) finalized, Y2Q2

► **Technical Assistance Facility**

- **Expand to New Partners with TA Facility.** During Y2Q2, discussions were had with a few organizations about provision of TA. The Tanzania Interfaith Partnership verbally discussed the desire for additional TA to its partners (TA was provided in Y2, Q1 to some of its partners).

Additionally, HBC partner, PharmAccess approached IMARISHA about providing some TA to them following IMARISHA's presentation to the Palliative and Home Based Care Implementing Partners Group meeting in May. Unfortunately, we found our approach differed quite radically from the desired approach of PharmAccess which intends to provide significant start-up capital in the form of a loan to project beneficiaries. Despite our suggestion to the contrary, they are moving ahead with their project plans and IMARISHA is not currently providing them TA.

- **Support KIHUMBE to Develop Realistic Strategy and Plan for Job Incubation Centre.** During Y2Q2, IMARISHA engaged short term technical assistance consultant, Damian Guilleminault, to work with IMARISHA's Economic Development Manager to assist KIHUMBE to undertake a more thorough market analysis in relation to a proposed job incubation center that would be developed in conjunction with an existing vocational training program for MVC. As part of the market research efforts, IMARISHA staff and consultant engaged students to conduct supply and demand market surveys on two industry segments: the supply and demand of tailoring services and the supply and demand for auto mechanics.

As part of the market research, more than 200 surveys were collected, analyzed and the data was collated and presented to KIHUMBE. The data was then used to improve the business plan and financial model for the center, updating these documents with real cost data, as well as data to modify the program based on customer needs/desires. A sample of some of the market findings are presented below in the SWOT analysis. A full presentation on the process and results is also available upon request.

KIHUMBE SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Access to labor • Network of schools =potential clients • Good Technical staff • Professional Network = potential employers • Social aspect appreciated in Mbeya • OVCs get technical skills, business skills, and capital • Some business experience (driving school) 	<ul style="list-style-type: none"> • Lack of equipment • Lack of capital • Limited Space • No previous Incubator experience • KIHUMBE is not run on a For Profit model • Some sales will be to KIHUMBE network, so not new income
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Economies of scale • Provide qualified labor to the market • Improved quality for customers • Foster entrepreneurs 	<ul style="list-style-type: none"> • Improved competition • Poor business skills training • Equipment gets destroyed by poor handling (graduates are learning)

The results of work were presented to USAID in May 2012. KIHUMBE also presented its positive feedback to other IMARISHA partners at the June Partner Meeting. KIHUMBE will use the market data to update its proposal submission to the IMARISHA Innovation Fund.

IMARISHA Economic Development Manager, Ipyana Mwakasaka meeting with local tailor during market survey for KIHUMBE



Y2Q2 Deliverables:

- Technical assistance provided to KIHUMBE, Y2Q2

► **Other Capacity Building Activities.**

- **Facilitate Cross Visits and Study Tours.** In Q2, IMARISHA submitted and received approval for the Ethiopia Economic Strengthening Study Tour, which will take place in early Q3 (dates: 22-28 July 2012). In total, 6 participants were invited to participate in this event, with two IMARISHA staff attending to guide conversation and support the outcomes of the Study Tour, as well as to provide logistical support.

The Ethiopia Economic Strengthening Study Tour is designed to provide specialist participants from Tanzania-based PEPFAR partners, sub-partners and local government with a structured experience to acquire new knowledge, skills, and attitudes in the design and implementation of economic strengthening initiatives. Specifically, participants will observe long-standing programs in Ethiopia that are focused on key economic strengthening interventions including urban agriculture implemented in community groups and schools as a means to increase income and improve nutrition outcomes, , the productive social safety nets program that link into job creation and microfinance schemes, a graduation pilot for the poorest of the poor linked into livelihoods and microfinance schemes, a dairy program linked to improve income and nutrition outcomes, and a government model for supporting economic strengthening using ES agents within the local government sphere.

Program objectives include:

- Exposure to innovative programs that address economic strengthening – some for HIV affected households and some for the ultra poor
- Engagement with ES program managers who can offer expertise on design, implementation, costing and evaluation expertise

Intended outcomes upon participant return:

- Modified program designs that include better links between livelihoods, improved food security and improved resilience

The Study Tour is being done as a cost share, with prime partner covering the majority of their participant's costs. Note: two participants were not granted permission by their funder (CDC) to attend citing issues with IMARISHA's selection of organizations to visit. IMARISHA remains unclear on what is really behind the CDC's refusal but is optimistic that they are still interested in our support for CDC partners engaged in ES.

- **Identify and Promote Capacity Building Lessons Learned.** In Y2Q2, MARISHA drafted 1 activity update and finalized a success story from last quarter. In addition, the project has contributed articles to the MVC Monthly Newsletter, produced by the MVC IPG Secretariat and provided updates on its Facebook page and Twitter.

Y2Q2 Deliverables:

- Study tour planning and logistics underway, Y2Q2
- 1 Project Updates drafted, Y2Q2 (1 of 2 project updates completed)

2.2 TECHNICAL AREA 2: ESTABLISH PARTNERSHIPS, LINKAGES, AND PILOT PROGRAMS

OVERVIEW

Although IMARISHA is investing significant staff resources in capacity building for local partners (Technical Area 1) and the government (Technical Area 3), IMARISHA's efforts and, more importantly, IMARISHA partners' efforts, to expand economic strengthening, require good partnerships with the private sector and other development partners. These strategic linkages help ensure that the right human and financial resources are invested to support innovations and ongoing services to vulnerable households over the short, medium and long term.

IMARISHA's role is a dual one: 1) matchmaker to link partners with the right resources and partners that can provide the right skills and experience and 2) investor to fund new innovations through the grants facility. In some instances the grants facility will serve as both a linkage point and funder, supporting an innovation that includes a private sector or development partner whose brings new experience in ES to an HIV vulnerable beneficiary group or service provider.

ACTIVITY DESCRIPTIONS AND DELIVERABLES

► IMARISHA Innovation Fund (IIF)

- **Conduct Due Diligence and Make Grant Award.** During this quarter, IMARISHA continued its work with potential grantees with the aim of making new grant awards for ES innovations. During Y2Q2 the IMARISHA team reviewed information collected by IMARISHA Grants Manager during on-site due diligence visits to the four finalists' organizations (WAMATA, CODERT, BRAC and Africa Bridge). Based on the due diligence, IMARISHA recommended two organizations, BRAC and Africa Bridge, be moved forward at this time. Request for approval for these two grantees was submitted to USAID in mid June. As of this report writing, neither grantee had been approved. For Africa Bridge the approval of a revised Environmental Management and Mitigation Plan (EMMP) was still pending from USAID because of the focus on dairy cooperative activities not previously undertaken by the project.

In addition to the above mentioned grantees, IMARISHA's Economic Development Manager has been providing assistance to help Dar es Salaam based partner, WAMATA improve its application by helping them to organize and gather better market data on the end market for dried fruit.

Finally, other unsolicited concept notes and proposals were received by the IMARISHA Innovation Fund during this quarter. These included a revised proposal from KIHUMBE (following IMARISHA provided TA) and unsolicited concepts notes from Cheetah Development, an Iringa-based organization whose APS concept note responses were rejected during the administrative review done from the January APS. These concept notes/proposal are being reviewed by the IMARISHA team and a decision on next steps will be made in Y2Q3.

Y2Q2 Deliverables:

- Submitted request for funding for two grant applicants – currently pending AO approval, Y2Q2
- #### ► Partnerships and Linkages with Feed the Future and Other Development Partners.
- **Formalize Linkages with Different FtF Partners and Development Partners.** During Y2Q2 IMARISHA continued to pursue linkages with different FtF partners. Efforts to coordinate with FtF partner, Africare – Mwanzo Bora, have been largely ignored, despite repeated attempts to link with them on aspects of livelihoods and nutrition with them. (These challenges have been communicated to the FtF nutrition adviser.) More successful have been the discussions to link with FANTA which shows great interest in collaboration, specifically linking their yet to be released

work on community NACS with IMARISHA's livelihoods interventions. FANTA's changed funding profile (they now have money!) can help make this collaboration possible in Q3 and Q4.

IMARISHA also presented its Household Gardening and Nutrition Strengthening (HGNS) and HEA work to the USAID Feed the Future team on May 22, 2012. Office Director Mary Hobbs as well as Food Security technical specialists, Maurice Shines, Mark Henderson, Joshua Mike, and Alfonse were in attendance. The team had great interest in the HEA work that IMARISHA completed on behalf of PEPFAR partners and its potential implications for linking in Africare's work, engagement with NAFKA's vulnerable populations work in Dodoma and Morogoro and even work undertaken by TAPP in Mbeya and Iringa. Of particular interest to the group was the HGNS methodology as well as our recent engagement with agriculture extension officers at the ward and village level in Shinyanga. There was great encouragement among the team to work with Farmer Field Schools and to link with NAFKA and TAPP on activities related to small holders.

IMARISHA also invited a number of FtF partners to attend our partner meeting in June. NAFKA, TAPP, and Africare Mwanzo Bora were invited to attend. NAFKA sent two representatives who made presentations on their work and potential areas of collaboration. Three notable take-aways came from their engagement in the meeting:

- NAFKA is committed to addressing gender barriers related to smallholder activities; IMARISHA partners could benefit from direct learning and activities in this area;
- NAFKA's broader work around storage/warehousing, and post harvest handling can and should be tapped in future events;
- NAFKA was able to link with FHI360 Pamoja Tuwalee. Due to IMARISHA's introduction, the two partners linked up subsequent meetings related to activities in an overlapping districts of Morogoro (Mvomero and Kilombero);

Mwanzo Bora had agreed to presents it nutrition work and send several staff members to the meeting but all failed to show up.

Other linkages to Tanzania based development partners continue to be sought. IMARISHA has planned meeting with the University of Dar es Salaam's entrepreneurship center, Femina HIP's Ruka Juu television show (focused in 2012-2013 on smallholder farmers), FANTA, the Small Industry Development Organization (SIDO), Financial Sector Deepening Tanzania (FSDT) and Swiss Development Corporation in Q3.

- **Directory of Potential Economic Strengthening Organizations.** During Y2Q2 IMARISHA engaged a local consultant to work in consultation with IMARISHA's Monitoring and Evaluation Specialist to complete the first pilot iteration of the directory, which attempts to capture Tanzanian Government, private sector, civil society, and donor-funded organizations and programs working in agriculture and food security, business development, financial services including informal VSLAs and microinsurance, vocational training, trade and industry associations, and business service, input, and agricultural equipment (water pumps and irrigation) providers. The directory is currently under final review and being formatted, with a release date in Q3. The intent is to share it with program partners and get their input and feedback on the directory as well as how it can be maintained over the long term.

Y2Q2 Deliverables:

- Linkages with FtF - underway
- Draft catalogue of economic strengthening organizations submitted for IMARISHA management review, Y2Q2

2.3 TECHNICAL AREA 3: IMPROVE GOT CAPACITY

OVERVIEW

As PEPFAR shifts its strategy from emergency response to sustainable country ownership, it is imperative that the Tanzanian Government continue to expand its capacity to facilitate, promote, and monitor public health responses that help individuals and families cope with HIV. IMARISHA will help the Tanzanian Government develop strategies that enable economic strengthening rather than attempting to provide services directly.

Recognizing that the Government of United Republic of Tanzania (URT) operates across multiple layers and through decentralized structures, IMARISHA seeks to maximize impact and reach of technical assistance (mentoring, training and support) to the Government by expanding its reach to include national as well as local government authorities. In Y1, IMARISHA built relationships with critical government stakeholders including TACAIDS, the National AIDS Control Programme (NACP) and the Department of Social Welfare (DSW). It also had some initial conversations with the Tanzania Social Action Fund (TASAF). In Y2, IMARISHA will work to deepen relationships with TACAIDS, DSW and TASAF, as well as to strengthen relationships with local government authorities, in an effort to expose and promote the intersections of livelihoods/economic strengthening and HIV across Government of Tanzania priorities and programs. Ideally, all of these relationships could be harmonized under the eventual passage of the National Social Protection Framework (NSPF) and supported by costed implementation plans that cover all or specific vulnerable groups, such as the NCPA II and TASAF III, which is planned to have broader support across all vulnerable populations.

At the national level, IMARISHA will work through existing systems and programs. IMARISHA's principal national counterparts include TACAIDS and the DSW, and to a lesser extent, TASAF. The project will continue to participate in Government fora, including the MVC Implementing Partner Group (IPG) chaired by DSW, the HBC IPG and the Impact Mitigation Working Group chaired by TACAIDS, and provide technical support and input into key areas such as the second National Costed Plan of Action for MVC. IMARISHA's working relationship with TASAF will be more opportunistic. Where possible, IMARISHA will work with others to ensure that systems and structures of the NCPA II are harmonized with plans for TASAF III and ideally are not duplicative.

Recognizing that Tanzania's decentralization of funding and administration from the Prime Minister's Office Regional Administration and Local Government (PMORALG) to the local government authorities (LGAs), IMARISHA will also focus more intensely on understanding the existing gaps in service, implementation, policy and monitoring, and tailor technical assistance to LGAs around those gaps to foster greater local ownership and Sustainability for livelihoods efforts targeting vulnerable households.

ACTIVITY DESCRIPTIONS AND DELIVERABLES

► **Partnerships Support the National Government: DSW, TACAIDS and TASAF.**

Department of Social Welfare

- **Support the National Costed Plan of Action (NCPA) II.** Work with the DSW-led taskforce for the NCPA II continued during Y2Q3. IMARISHA submitted its first iteration of a draft for the household economic strengthening section in Q1, and noted in the consolidated draft received on June 4 that IMARISHA's structure was used as a model for other partners/inputs (including the logic model framework). Work continues on the draft at this writing and a second, more final draft is expected in Q3. IMARISHA will continue to provide inputs as requested by DSW.

- **Provide Technical Input on the Development and Use of Indicators for Monitoring ES Activities.** IMARISHA continues to support DSW's M&E Working Group which met several times this quarter. There are currently no outcomes to report.

TACAIDS

- **Participate in the TACAIDS Impact Mitigation Working Group.** During this quarter, TACAIDS convened no meetings of its Impact Mitigation Working Group. At current the status of the group is unclear as there continues to be only an Acting Director of National Response (the chair of the group).
- **Support the rollout of the National Social Protection Framework.** The National Social Protection Framework remains unratified. UNICEF and other donors (World Bank) continue to push for its ratification, particularly in light of the planned roll out of TASAF III.

TASAF

- **Engagement with TASAF on TASAF III and Capacity Building at the Local Level.** Nothing to report this quarter.

Y2Q2 Deliverables:

- Continued engagement with national government on economic strengthening issues- ongoing
- Ongoing contributions to NCPA II, ongoing

► Support to LGAs

- **Share Results of Partner Assessment and HEA with LGAs.** During Q2, IMARISHA began sharing results of the partner assessment with government. Led by IMARISHA's Monitoring and Evaluation Specialist, Khalid Mgaramo, the first presentations were made to LGAs in Shinyanga (jointly with Pathfinder on their MUAC study) and to LGAs and the Tanzania Food and Nutrition Center (TFNC) in Dar es Salaam. LGA reactions to the HEA results were very positive. The District Executive Director (DED) from Shinyanga Municipal noted:

“I really thank our partners for this great opportunity that have opened our eyes to understand the real picture on nutritional status in our districts, I have no clear words to express my feelings, but I am really touched so much with these results which correlates with DHS report and I see that these are issues to prioritize and channel resources to deal with the situation as soon as possible”. For my fellow LGAs staff who are here, we should join hands and whoever do campaign in his area of expertise should also campaign for household hunger and nutrition problems in our region because it affect all of us and I think even poor performance of our children in school can be related to nutrition and hunger problem.”

The consolidated findings (across all surveyed regions) were also presented at the IMARISHA partner meeting in June. DSW staff member, Vailet Mollel, highlighted the importance of sharing these results widely with LGAs, noting that the data is important to local decision making. She also stressed repeatedly the need to engage LGAs in our capacity building and work.

Following the partner meeting, IMARISHA staff took this message to heart and have developed a comprehensive schedule to share the HEA results, partner assessment results (long overdue and delayed given time constraints and requests from partners) as well as lessons learned from the innovation grants process and how to build causal models for ES. The road show, which will hit all seven IMARISHA regions, will get underway in July.

- **Assess LGA Policies, Responsibilities and Capacity for Supporting ES.** Nothing to report this quarter. This work has been delayed due to other requests from partners and due to more time expended on the HEA than anticipated.
- **Develop LGA Capacity Building Program.** As noted earlier, IMARISHA's Monitoring and Evaluation Specialist, in collaboration with DAI home office consultant, Dave Besch, conducted a Causal Model Training planned for partners and National Government representatives 17-18 April. Overall, 22 people attended the training and in Q3, as part of the Capacity Building and Information Sharing Roadshow, IMARISHA will work introduce the basics of casual modeling to LGAs. Follow up will be done with interested partners to roll out the causal model exercise to local stakeholders, sub-partners, and local government authorities. These exercises will encourage dialogue around constraints, planned interventions, and intended results with the vision of improving programming impacts that will increase household resilience.
- **LGA ES Sensitization Program.** Nothing to report this quarter. Delayed due to delays in HEA analysis and other pending TA request from partners
- **Explore Public Private Partnerships Across Areas of Support to URT.** Nothing to report this quarter.

Y2Q2 Deliverables:

- Presentations and reports shared with LGAs from Dar es Salaam and Shinyanga from IMARISHA partner assessment and HEA, Y2Q2
- Casual Model Training delivered, Y2Q2

► Explore Partnerships with Critical Stakeholders and Participate in Implementing Partner Groups.

- **Participation in Implementing Partner Groups.** IMARISHA continues to participate in HBC and MVC IPGs. During this quarter, presentations were made on the HEA results to both groups, in April and June respectively.

Y2Q2 Deliverables:

- Ongoing participation in IPGs

2.4 TECHNICAL AREA 4: ENHANCE THE EVIDENCE BASE THROUGH INCREASED M&E CAPACITY

OVERVIEW

Links between livelihoods development activities and household asset stabilization are clear, but practitioners working to integrate economic strengthening /livelihoods interventions into HIV/AIDS programming do not have a wealth of indicators to rely on. Linkages between how improving health status and economic resilience are connected are only beginning to emerge. In YI, IMARISHA worked to establish its own evidence base through the partner assessment and the HEA data collection, as well as to contribute lessons learned to the broader discussion around PEPFAR indicators for ES for OVC. Measuring the intersection and impact of ES and HIV/AIDS HBC and OVC interventions is an ongoing challenge. Rather than simply asking partners to track economic numbers better, IMARISHA is working with partners to help them understand causal models of economic strengthening, changes in livelihoods and improved M&E feedback and learning systems to monitor and adjust implementation.

ACTIVITY DESCRIPTIONS AND DELIVERABLES

► Household Economic Assessment (HEA).

- **Dissemination of HEA reports.** During Y2Q2, IMARISHA continued to disseminate the results of the HEA both in aggregate (to the HBC and MVC IPGs, to partners at the partner meeting and to USAID) as well as to individual partner participants (see Technical Area I for more information). IMARISHA, Africare and Pathfinder also presented the process of how to use HEAs in a Webinar hosted by OVC Support Net in late May. Overwhelmingly the reception to the new information has been positive and subsequent conversations have been held to address next steps with most partners. Roll out continues to LGAs as noted in under Technical Area 3.

What remains to be done with the HEA is to develop more customized profiles of the households depicted in the HEA – those that are highly vulnerable, vulnerable and least vulnerable as well as further analysis of resilience. This discussion might be best done in conjunction with local partners, as suggested by FHI 360 at the June partner meeting.

Y2Q2 Deliverables:

- Consolidated HEA report completed and disseminated to partners, Y2Q2
- Individual HEA reports by partner completed and disseminated, Y2Q2 as well as data aggregated and shared with PEPFAR Iringa partners (no response received)

► Participate in and Contribute to MVC M&E Technical Working Group.

- **Identify indicators for ES monitoring.** As noted earlier, IMARISHA continues to participate in the MVC M&E Technical Working Group.

Y2Q2 Deliverables

- None to report this quarter.

► Other M&E Capacity Building Efforts.

- **Conduct workshop series on basic concepts of causal modeling.** As noted in Technical Area I IMARISHA's MES and a short term consultant, David Besch, a causal model expert from DAI's home office, delivered the first causal modeling course 17-18 April in Dar es Salaam to partner ES technical officers. As part of the Capacity Building and Information Sharing Roadshow in early Q3, the IMARISHA MES will provide additional training to other partners and sub-partners in the other regions. Follow up will be used to identify interested partners to participate in workshops (for implementers' M&E officers), that will include training in basic concepts of causal

models and knowledge management on how the economic strengthening framework affects HIV/AIDS mitigation.

- **Supportive Supervision Tools.** During Q2 IMARISHA finalized work on supportive supervision tools for savings, household gardening and nutrition strengthening and poultry production; a tool for business basics is still in draft form. More focus will come in Q3 and 4 to share these with partners during mentoring visits.

Y2Q2 Deliverables:

- Causal/logic modeling workshop adapted for Tanzanian context and 1 course rolled out in Dar es Salaam, Y2Q2 (1 course rolled out of 3 pending courses)
- Supportive supervision tools developed but not rolled out

3. COMMUNICATIONS

OVERVIEW

Communications and outreach are important tools for increasing awareness of USAID's and PEPFAR's work in economic strengthening as well as helping to gain stakeholder buy-in of the IMARISHA program. During Year 2, IMARISHA will continue to develop communication activities that will include messaging for internal and external audiences to raise awareness about the value of the collaborative USAID and PEPFAR investment in economic strengthening.

ACTIVITY DESCRIPTIONS AND DELIVERABLES

► **Effectively communicate IMARISHA project information, achievements and lessons learned.**

- **Dissemination of information.** During this quarter IMARISHA drafted 1 activity update and finalized one success story, which will be released and distributed in Y2Q3. In addition, the project submitted updates for the MVC Monthly newsletter.
- **Launch of social networking site.** IMARISHA continues to work on its Facebook page, by the name of *Tanzania – Economic Strengthening for Households Affected by AIDS*. DAI Global has also “tweeted” about IMARISHA activities on the DAI Global twitter account.
- **Other.** During May 2012, IMARISHA in conjunction with Pathfinder International and Africare presented its Household Economic Assessment work in an OVC Support Net organized Webinar, entitled “Household Economic Assessments: Using the Results to Enhance OVC Programming”. An estimated 40 plus people from all over the world (but especially Africa) participated in the webinar. The webinar continues to be posted on OVC Support Net including questions posed by participants and responses provided by IMARISHA and its partners. During Y2Q3, IMARISHA will also present this overview to USAID Washington during the International AIDS Conference (in a satellite session) and DAI has asked that IMARISHA also write up its work in the next issue of *Developments* published by the company.

Y2Q2 Deliverables:

- 1 activity update developed, Y2Q2
- 1 success stories finalized, Y2Q2
- New deliverable/success: presentation of IMARISHA's HEA process on an OVC Support Net sponsored webinar.

4. WORKPLAN FOR COMING QUARTER

Below are the following planned activities for Quarter 3 of 2012 by technical area.

ACTIVITY	DATE TO BE COMPLETED	RESPONSIBILITY
Project Administration and Finance		
None		
Technical Area I: Increasing Capacity of PEPFAR Implementing Partners		
Review joint activities with partners for 2013 (most partners will be work planning in August 2012 for the coming year)	September 2012	IMARISHA staff/partner managers
Develop new MOUs with PEPFAR IPs (TIP and others)	September 2012	COP
Develop new training course on market assessment/analysis	September/October 2012	Economic Development Manager and international consultant
Develop new training curricula for advanced savings groups	September/October 2012 (pending the completion of other assignments)	Livelihoods Manager and COP
Finalize existing training courses/materials	September 2012	IMARISHA staff and local consultant
Develop adult learning modules for inclusion in IMARISHA training	September 2012	Local consultant
Train IMARISHA staff on adult learning techniques	August 2012	Local consultant
Continue to roll out training (for FHI360, Africare and others as per requests)	September 2012	IMARISHA staff
Roll out supportive supervision tools/productive behavior checklists on upcoming monitoring visits	Quarter 3 and 4	IMARISHA staff led by Monitoring and Evaluation Specialist
Conduct mentoring visits	Quarter 3 and 4	IMARISHA staff
Hold study tour	July 2012	Livelihoods Manager and Economic Development

		Manager
Technical Area 2: Establish Partnerships, Linkages and Pilot Programs		
Continue to review proposals (solicited and unsolicited)	Throughout Quarter 3 and 4	Grants Manager
Award first round of grants	August 2012	Grants Manager (pending approval by USAID)
As warranted, submit requests for other grants to USAID for approval	Ongoing in Quarters 3 and 4, pending funding	Grants Manager
Monitor grantee progress and grant milestones	Ongoing for next year	Grants Manager
Share lessons learned from first round of grant funding with potential grantees – in IMARISHA road show	July and August 2012	Grants Manager in conjunction with other staff
Revise APS to reflect lesson learned and re-release; or draft and release new RFA (particularly encompassing PEPFAR Guidance on evidence based programming)	By September 2012	Grants Manager in conjunction with COP
Follow up and plan nutrition linked activities with FANTA (in lieu of Africare Mwanzo Bora)	By September 2012	COP and key staff (Livelihoods Coordinator, M&E Specialist)
Follow up with NAFKA, FSDT, University of Dar es Salaam and others on potential linkages for IMARISHA partners	Ongoing through Quarter 3 and 4	COP and other IMARISHA staff
With USAID and FANTA continue discussions with LIFT about their engagement in ES in Tanzania	September 2012	COP
Identify bridge activities with FtF and other development partners	Ongoing through Quarter 3 and 4	COP and other IMARISHA staff
Finalize ES/livelihood directory and share with partners	By September 2012	TBD
Technical Area 3: Improve the Capacity of the GOT		
Continue work with TACAIDS Impact Mitigation Working Group to identify leverage	Ongoing through Quarter 3 and 4	COP

points for improving ES strategies and interventions at the National Level		
Where appropriate, provide input to DSW, TACAIDS and others on new indicators for monitoring ES (such as DMS and TOMSHA)	Ongoing through Quarter 3 and 4	M&E Specialist
Engage as requested in the rollout of ratified NSPF	Ongoing through Quarter 3 and 4	COP and IMARISHA Staff
Support the continued production and completion of the National Costed Plan of Action for Most Vulnerable Children	Estimated to be completed by September 2012	COP and other IMARISHA staff as requested
Share HEA results with LGAs and with national level Department of Social Welfare staff	July and August 2012	M&E Specialist
Start to develop LGA ES map to demonstrate opportunities, linkages and gaps	August and September 2012	M&E Specialist and other IMARISHA staff
Determine policies and activities mandated by policy and LGA ability to adhere and engage	Ongoing through Quarters 3 and 4	M&E Specialist and other IMARISHA Staff
Develop LGA survey tool to understand LGA ability to fund and support ES for vulnerable households	By September 2012	M&E Specialist
Hold consultative meetings in 4 districts – begin planning for roll out at year end	By September 2012 (on planning)	M&E Specialist and COP
Continue to engage with national level IPGs (MVC and HBC) and regional/local IPGs where possible	Ongoing through Quarters 3 and 4	COP and other IMARISHA Staff
Continue to chair MVC IPG Sub-working group for specialized TA providers	Ongoing through Quarters 3 and 4	COP
Technical Area 4: Enhance the Evidence Base through Increased M&E Capacity		

Share HEA and partner reports in regional road show	July and August 2012	M&E Specialist
Develop household profiles from the HEA and share with partners	August and September 2012	M&E Specialist and COP
Continue participation in MVC M&E Working Group	Ongoing through Quarters 3 and 4	M&E Specialist
Continue rolling out causal/logic model courses as requested	Ongoing through Quarters 3 and 4	M&E Specialist
Roll out supportive supervision tools/productive behavior checklists	Ongoing through Quarters 3 and 4	M&E Specialist
Communications		
Develop project updates and success stories to share with USAID and PEPFAR and wider audiences	Ongoing through Quarters 3 and 4	IMARISHA Staff
Continue to contribute to MVC Monthly Newsletter	Ongoing through Quarters 3 and 4	Director of Finance, Administration and Communication drafts based on input from IMARISHA staff
Continue to share news, successes and updates on Facebook and Twitter	Ongoing through Quarters 3 and 4	Director of Finance, Administration and Communication and COP based on input from IMARISHA staff

5. STATUS OF INTERATIONAL SHORT TERM CONSULTANICES

The matrix below lays out planned short term international consultancies for 2012. Other short term technical assistance may be procured internationally with concurrence from the AO/ AOTR. Additionally, IMARISHA will source local consultants and expertise for a variety of work related to partner organizations.

Name of Individual	Role/Assistance he/she will provide	Estimated timeframe and Status
Kirsten Weeks	Home Office Project Team Leader for IMARISHA; support in the completion of the Household Economic Assessment (HEA) Analysis and in completion of the Year 2 Work Plan	January 2012, Completed
Damian Guillemineault	Workforce development and Vocational Training Specialist to assist KIHUMBE in roll out of Job Incubation Centre	May 2012; Completed
David Besch	Causal models; development of training for health and livelihood models	April 2012, Completed
Florence Fanelli	Curriculum Development and Adult Learning Specialist; this has been reverted to a local, Tanzania based consultant	June – August 2012, In Process
Damian Guillemineault	Value chain strengthening specialist/ Revised SOW reflective of broader business training	Late September, early October 2012, planned
TBD	Governance and policy analyst specialist	TBD; budget may not permit
Kirsten Weeks	Support to HEA data analysis and reporting; support to 2012 work planning	Tentatively planned for October 2012

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